

**6. Proposed Schedule**

## **6. PROPOSED SCHEDULE**

Table 6-1 is the working schedule for the OCVZ Focused RI/FS. The schedule is presented in Figure 6-1. The working schedule provides planned completion dates that shall not supersede the enforceable deadlines in the FFA/CO action plan.

Work on three RI/FS-related activities will be ongoing throughout the RI/FS process. These activities include modifying the community relations plan, providing a schedule for meeting with community officials and the public, and updating the administrative record as information becomes available.

This schedule reflects the plan of action for the current scope of the OCVZ Focused RI/FS activities. If additional studies are required or the current scope changes, the schedule will be modified to reflect these changes.

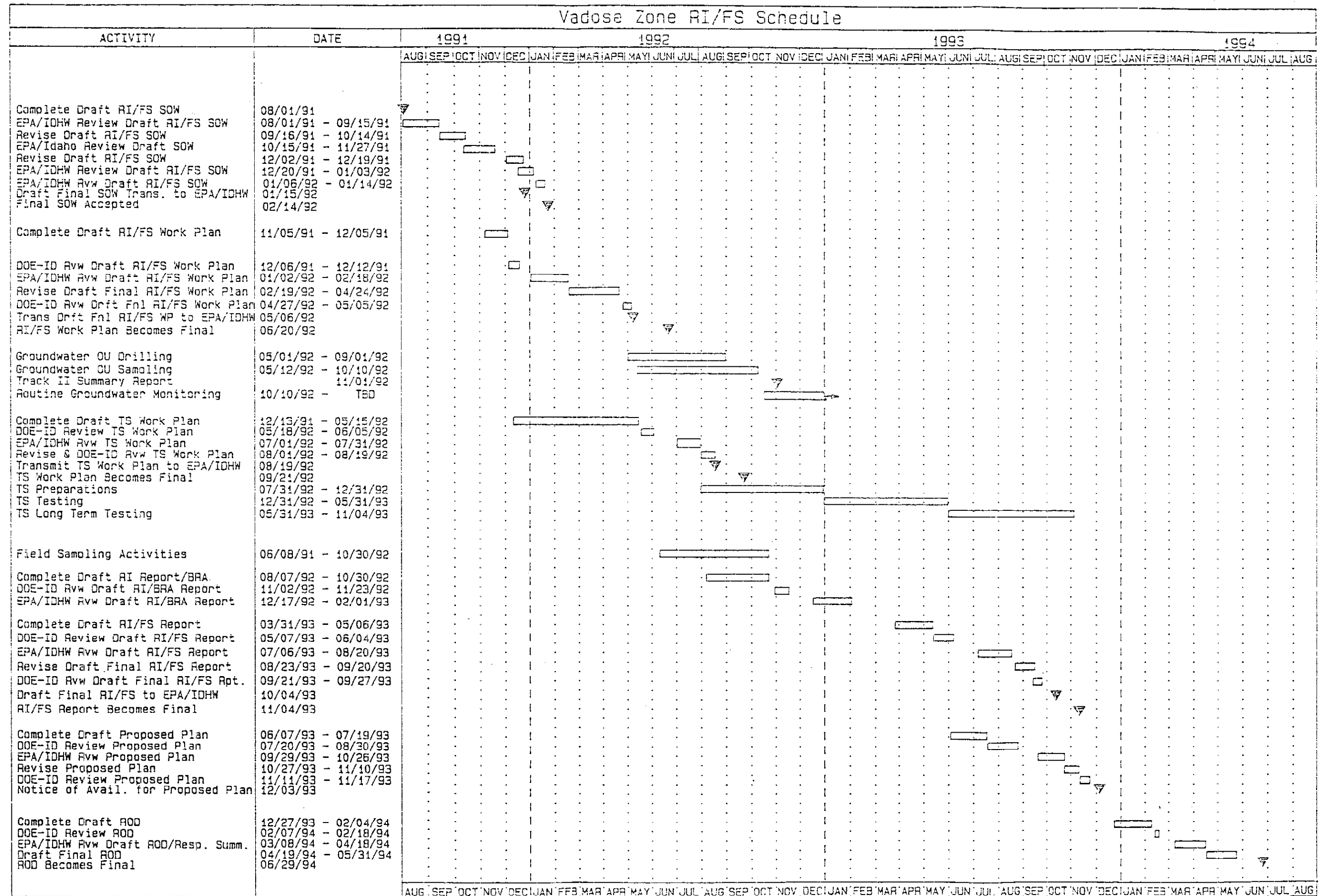
**Table 6-1.** Working schedule for the OCVZ Focused RI/FS.

Activity	Working dates	Interagency Agreement date
Complete draft RI/FS SOW	08/01/91	08/91
EPA/IDHW review draft RI/FS SOW	08/01/91 - 09/15/91	
Revise draft RI/FS SOW	09/16/91 - 10/14/91	
EPA/IDHW review draft RI/FS SOW	10/15/91 - 11/27/91	08/91
Revise draft RI/FS SOW	12/02/91 - 12/19/91	
EPA/IDHW review draft RI/FS SOW	12/20/91 - 01/03/92	
Revise draft final RI/FS SOW	01/06/92 - 01/14/92	
Transmit draft final RI/FS SOW to EPA/IDHW	01/15/92	
RI/FS SOW becomes final	02/14/92	
Draft RI/FS work plan	11/05/91 - 12/05/91	
Groundwater OU drilling	05/01/92 - 09/01/92	
Groundwater OU sampling	05/12/92 - 10/10/92	
Track II Summary Report	11/01/92	
Routine Groundwater Monitoring	10/10/92 - TBD	
DOE-ID review draft RI/FS work plan	12/06/91 - 12/12/91	
EPA/IDHW review draft RI/FS work plan	01/02/92 - 02/18/92	01/92
Revise draft final RI/FS work plan	02/19/92 - 04/24/92	
DOE-ID review draft final RI/FS work plan	04/27/92 - 5/05/92	
Transmit draft final RI/FS work plan to EPA/IDHW	05/06/92	
RI/FS work plan becomes final	06/20/92	
Draft treatability study (TS) work plan	12/13/91 - 05/15/92	
DOE-ID review TS work plan	05/18/92 - 06/05/92	
EPA/IDHW review TS work plan	07/01/92 - 07/31/92	
Revise & DOE-ID review TS work plan	08/01/92 - 08/18/92	
Transmit TS work plan to EPA/IDHW	08/19/92	
TS work plan becomes final	09/21/92	
TS preparation	07/30/92 - 12/30/92	
TS testing	12/30/92 - 05/30/93	
TS long term testing	05/30/93 - 11/30/93	
Field sampling activities	07/08/92 - 10/30/92	

**Table 6-1.** (continued).

Activity	Working dates	Interagency Agreement date
Draft RI/BRA report	08/07/92 - 10/30/92	
DOE-ID review RI/BRA report	11/02/92 - 11/23/92	
EPA/IDHW review RI/BRA report	12/17/92 - 02/01/93	
Draft RI/FS report	03/31/93 - 05/06/93	
DOE-ID review draft RI/FS report	05/07/93 - 06/04/93	
EPA/IDHW review draft RI/FS report	07/06/93 - 08/20/93	09/93
Revise draft final RI/FS report	08/23/93 - 09/20/93	
DOE-ID review draft final RI/FS report	09/21/93 - 09/27/93	
Transmit draft final RI/FS to EPA/IDHW	10/04/93	
RI/FS report becomes final	11/04/93	
Draft proposed plan	06/07/93 - 07/19/93	
DOE-ID review draft proposed plan	07/20/93 - 08/30/93	
EPA/IDHW review draft proposed plan	09/29/93 - 10/26/93	
Revise proposed plan	10/27/93 - 11/10/93	
DOE-ID review proposed plan	11/11/93 - 11/17/93	
Notice of availability for proposed plan	12/03/93	
Draft ROD	12/27/93 - 02/04/94	
DOE-ID review ROD	02/07/94 - 02/18/94	
EPA/IDHW review ROD	03/08/94 - 04/18/94	07/94
Draft final ROD	04/19/94 - 05/31/94	
ROD becomes final	06/29/94	





**Figure 6-1.** Gantt chart of the OCVZ Focused RI/FS schedule.

## 7. Project Management

## **7. PROJECT MANAGEMENT**

### **7.1 Introduction**

The Management Control System uses a three-tier management chain. The program manager is the top of the chain followed by the project manager and then the summary account manager. The responsibilities of these three are discussed below along with other key players in the management control system. Where a program has not been defined, the project manager assumes the duties of the program manager. Where the project is small enough to not warrant the use of a summary account manager, the project manager will assume those duties.

### **7.2 Key Positions/Responsibilities**

#### **7.2.1 Program Manager**

The program manager is responsible for establishing program guidance based on direction received from DOE. The program manager is responsible for the overall performance within the assigned program area. This is accomplished through the following:

- Receiving funds from Financial Services and distributing them to project managers in support of authorized work
- Directing the preparation and execution of baseline documents and the implementation of the management control system
- Providing guidance to the project managers
- Reporting progress to DOE-ID or customers
- Implementing corrective action through approval of change documents as required.

#### **7.2.2 Project Manager**

The project manager is responsible to the program manager for the definition, planning, work authorization and performance, analysis, reporting, and change control for the work and for day-to-day communication with DOE-ID or the customer. This is accomplished through the following:

- Preparing project work breakdown structure and dictionary down to cost account level
- Approving cost account authorization documents at the cost account level
- Preparing baseline documents including the development of the project master schedule
- Authorizing cost account authorization preparation for detailed planning



- Reviewing and preparing project monthly reports
- Initiating change documentation for corrective action proposals as required
- Serving as the interface point for work that involves and offsite contractor.

Note: If no summary account manager is assigned, the project manager will also assume those duties.

### **7.2.3 Summary Account Manager**

The summary account manager is responsible for the definition, planning, work authorization, performance, analysis, reporting, and change control for the work within his activity(s). The summary account manager defines the scope of work by responsible organization and obtains the required planning and commitment from the cost account manager. This is accomplished through the following:

- Preparing, issuing, and maintaining cost account authorization's that define work scope, schedule milestones, and budget
- Negotiating budget, schedule, and milestones with the cost account manager
- Evaluating and approving cost account plans
- Evaluating performance against the cost account plan, summarizing variance analysis, and corrective action plans at the summary account level
- Preparing of directing the preparation of and approving change documents as required.

### **7.2.4 Cost Account Manager**

The cost account manager is responsible to the summary account manager for the detailed planning and performance of work within the assigned cost account(s). The cost account manager is also responsible for the technical quality of the work performed. This is accomplished through the following:

- Negotiating with the summary account manager to achieve agreement on scope, schedule, and budget
- Developing cost account plans by defining work packages in accordance with scope, schedule, and budget provided on the cost account authorization
- Ensuring compliance with the management control system in the development of the cost account plans

- Defining, planning, scheduling, and negotiating supporting work from performing organizations
- Supporting the summary account manager in integrating schedules and resources in assigned cost accounts with other cost account managers
- Providing progress status on the cost account plan each month
- Assuring performance of work planned on the cost account plans
- Maintaining proper change/revision control of assigned cost accounts
- Implementing corrective actions where required.

### **7.2.5 Work Package Manager**

The work package manager is responsible to the cost account manager for the detailed planning and performance of work within the assigned work packages(s). The work package manager is also responsible for the technical quality of the work performed. This is accomplished through the following:

- Negotiating with the cost account manager to achieve agreement on scope, schedule, and budget
- Developing cost account plans by defining work packages in accordance with scope, schedule, and budget provided on the cost account authorization
- Ensuring compliance with the management control system in the development of the cost account plans
- Defining, planning, scheduling, and negotiating supporting work from performing organizations
- Supporting the cost account manager in integrating schedules and resources in assigned cost accounts with other cost account managers
- Providing progress status on the cost account plan each month
- Ensuring performance of work planned on the cost account plans
- Maintaining proper change and revision control of assigned cost accounts
- Implementing corrective actions where required

## **7.3 Organization**

### **7.3.1 Organization Overview**

Figure 7-1 provides a overview of the management structure for conducting the RI/FS process under CERCLA, as amended. The technical lead for conducting the OCVZ Operable Unit 7-08 is provided by the cost account manager. Each RI/FS phase or activity will be controlled by a work package manager, who coordinates the activities of the support groups as shown.

### **7.3.2 Financial Services**

Financial Services is responsible for maintaining the budget and actual data files in the Cost and Planning System and supporting the automated financial reports. It is also responsible for reviewing project documents for proper financial coding. The Financial Services representative will determine that the cost account authorizations(s) as planned, meet the intent of the budget guidance from DOE-ID by signing the cost account authorizations(s), and enter work package charge numbers into the Cost and Planning System.

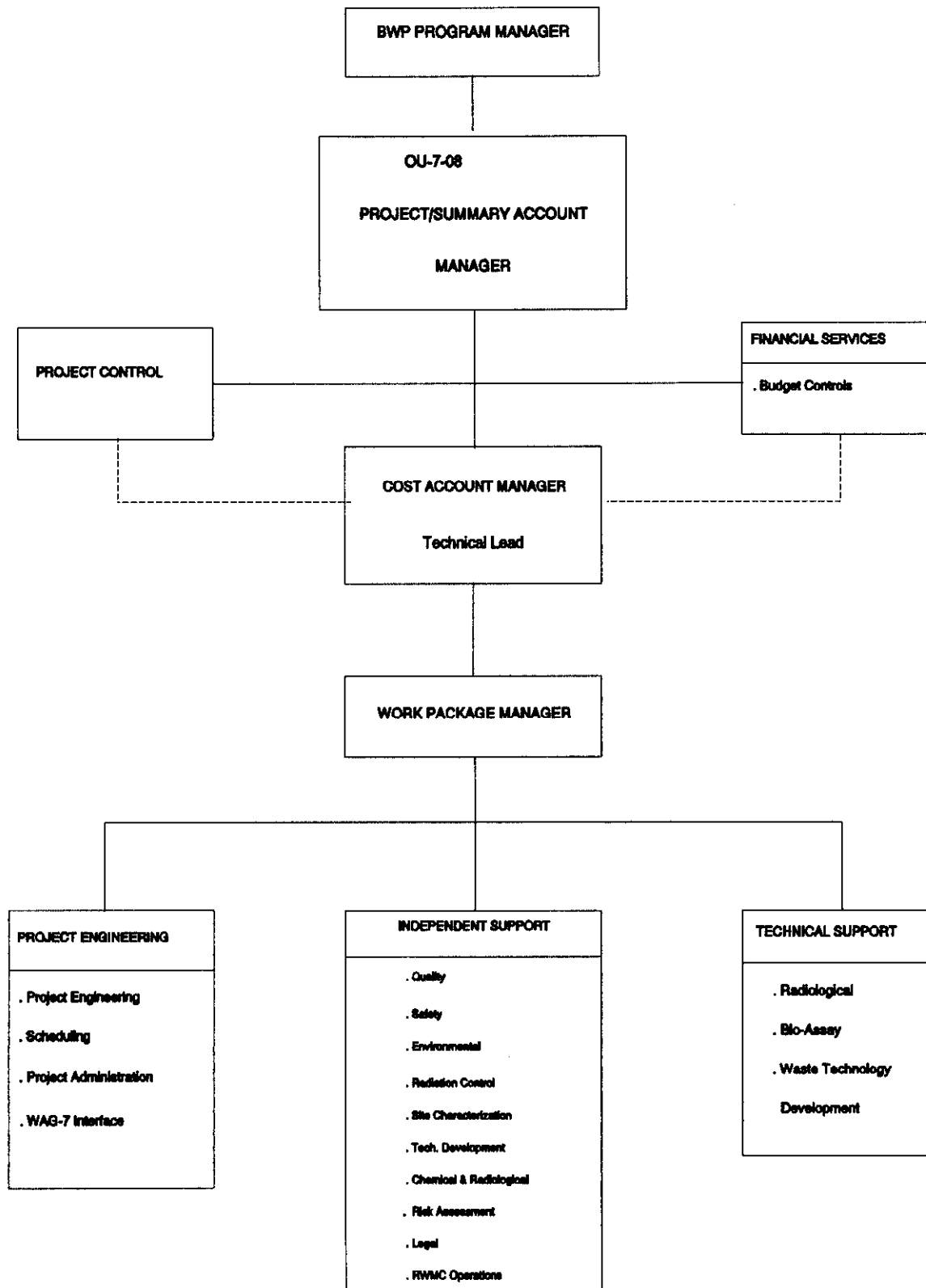
### **7.3.3 Project Control**

The project control function provides control of documentation, budget, and report preparation. Project control ensures cost account plans are in compliance with management control system requirements and approves cost account authorizations. This function also assists the project/summary account manager in project management and control. Specific responsibilities of project control is detailed in the EG&G Idaho *Company Procedures Manual, Volume III*, Section 2.7.

## **7.4 Planning and Budgeting**

### **7.4.1 Planning and Budgeting Overview**

Planning and budgeting is the process by which cost accounts are developed, reviewed, approved, and authorized. The sum of the approved cost account plans becomes the time-phased performance measurement baseline, which is the formal plan against which progress is evaluated. This section describes the parameters within which project work is accomplished. This includes the project master schedule and the work breakdown structure. From these documents the cost account and its associated schedule, budget, and scope of work are defined. The planning process requires that the full scope of work be planned and scheduled and then resources are applied. Once the work is fully planned and resources are applied, a comparison must be made to the budget that is available. If not enough budget is available to accomplish the work as planned, a decision is then made to either increase the budget (because work is paramount) or reduce the work scope to fit the budget (the budget is paramount). A cost account authorization is prepared using the project master schedule, and the work breakdown structure as guidance. The cost account authorization specifies the boundaries of each cost account and is used by the cost account manager for planning the work package details. The cost account plans and cost account authorization are reviewed and approved



**Figure 7-1.** Overview of management structure for conducting the RI/FS process.

by management. Approval of the cost account authorization and cost account plan constitutes authority to perform work.

#### **7.4.2 Project Baselines**

The project baselines, which are used for evaluating project performance, are established in the project master schedule and work breakdown structure, and further defined in the cost account authorization and cost account plan. The various baselines are defined as followed:

- The budget baseline for the project is the sum of the approved budgets on the cost account authorizations plus undistributed budget, and maintained through the change control system.
- The schedule baseline consists of the key decision points and key and major milestones displayed on the project master schedule. Key and major milestones are shown in the cost accounts that directly support the milestones. Key milestones are defined by either DOE Headquarters or DOE-ID, and major milestones are defined by EG&G Idaho.
- The scope baseline or technical baseline is defined in the work breakdown structure and detailed of the total project cost account authorizations. It is expanded further in design media, operating specifications, and process flow sheets.
- The funds baseline is contained in the annual approved funding program plan. The budget authority is a ceiling for costs plus commitments, and the budget outlay is a ceiling for expenditure only during each fiscal year period.

### **7.5 Change Control**

#### **7.5.1 Change Control Overview**

The change control board is the method to be used by OCVZ Operable Unit 7-08 for the management and control of changes to the performance measurement baseline, schedule baseline, and scope of work. The change control process applies to all major projects and major system acquisitions. The change control board will be chaired by DOE-ID and members will be determined by Environmental Restoration Program management. In addition, an internal change board will be established. The responsibilities of each will be defined by EG&G Idaho management and DOE-ID. All changes will be classified as Class I, II, or III. The change control board will review, process, and dispose of all changes affecting project level baselines. The internal change board will review and dispose of all cost account authorization baseline changes and all changes to be processed by the change control board. The internal change board will also review Class III changes and their cumulative impacts upon project baselines.

## **7.5.2 Change Control Class Designation**

**7.5.2.1 Class I Changes.** Class I changes are changes affecting the project level baselines identified in project documentation and defined in EG&G Idaho Procedure 20.07, Baseline Management. These include changes to

- Technical criteria in the functional and operating requirements documents
- Project summary work breakdown structure
- Project master schedule and milestone description
- Any milestone point on a DOE level schedule
- Project contingency.

**7.5.2.2 Class II Changes.** Class II changes are any changes (not a Class I change) affecting cost account authorization baselines or the use of the management reserve budget.

**7.5.2.3 Class III Changes.** Changes totally within a cost account or changes to correct common errors in documents (after documents are approved and are editorial in nature). These changes are usually totally within a cost account and do not affect the cost account authorization.

## **7.5.3 Change Control Board Charters**

The project shall prepare charters for the change control board and the internal change board. Both charters shall detail:

- Purpose of the board
- Scope of the board and specific changes the board will process
- Authority the board has for the disposition of which specific changes
- Position and name of each board member and their alternates
- Responsibilities of each board member
- How often the board is to meet
- What meeting records are to be maintained
- What minutes are to be taken, by whom, and when published
- What disposition of the change can be implemented.

#### 7.5.4 Change Control Process

The flow of the change control process is shown in Figure 7-2 and is described below:

- *Step 1, Initiate the Change Requests.* A change request is to be initiated based on DOE-ID direction, variances which are significant and nonrecoverable, or a change of direction for a piece of work within the project. Changes directed by DOE-ID will have a change request form prepared to exactly document the change and its impacts and to obtain signatures. Changes of this nature will be processed by the cost account manager(s). Changes from within EG&G Idaho can be started by any project participant.
- *Step 2, Review and Evaluate the Impact upon Project Baselines.* The prepared change request will be reviewed by project control for completeness and its degree of impact upon the project baseline. The change request will be assigned a control number (called a change identification number) and entered into the change control log.
- *Step 3, Assign Change Classification.* The change is given a tentative classification by project control of I, II, or III, depending on the degree of impact on project baselines and approval requirements. This classification is then recommended to the internal change board for its consideration. For a Class I change, it is sent to the internal change board at Step 8. For a Class II, it is sent to the cost account manager for review and concurrence. For a class III, it is sent to the cost account manager for approval or disapproval.
- *Step 4, Approve Disapprove Class III.* Class III changes are reviewed and approved or disapproved by the cost account manager. If approved, go to Step 12. If disapproved, go to Step 13.
- *Step 5, Concur with Class II.* Class II changes are reviewed and signed by the cost account manager and sent to the internal change board with the cost account managers' recommendation.
- *Step 6, Conduct Internal Change Board Meeting.* The Class II change is presented to the internal change board for review of completeness, applicability, appropriateness of the change, availability of project reporting, and approval or disapproval. The internal change board is chaired by the project manager.
- *Step 7, Disposition of Class II Change.* If approved by the internal change board, go to Step 12. If disapproved go to Step 13.
- *Step 8, Conduct Internal Change Board.* Class I changes are submitted to the internal change board for review and approval (approval is to recommend submittal to DOE change control board). Included in change documentation is a specific description of impacts of approval or disapproval of the change.

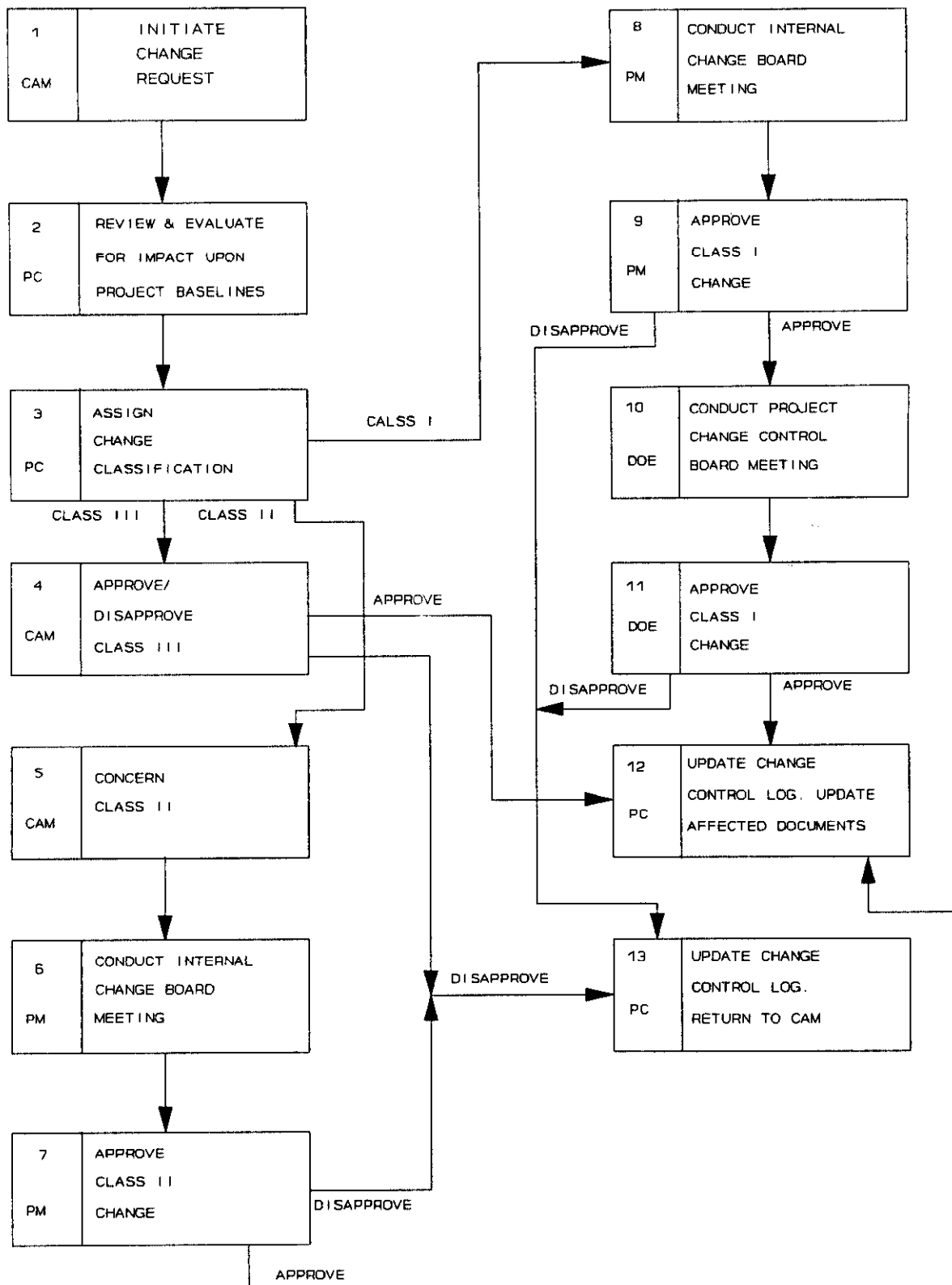


Figure 7-2. Change control process flow chart.



- *Step 9, Approve Class I Change.* If approved the change is sent on to DOE for its approval, deferral, or disapproval. If disapproved, the change request is returned for further work or for logging of the disapproval.
- *Step 10, Conduct Change Control Board.* Class I changes are reviewed and approved, deferred, or disapproved by the DOE-ID change control board per the project requirements.
- *Step 11, Approve Class I Changes.* If approved by the DOE-ID change control board go to Step 12. If disapproved, go to Step 13.
- *Step 12, Update Change Control Log, Update Affected Documents.* All change status is entered into the change control log by project control and when a change is approved, the affected documents are updated. Project control will notify those responsible to update the document. Typical documents that are affected are the project management plan, the cost account authorization and the cost account plan, and project technical documents.
- *Step 13, Update Change Control Log, Return to Cost Account Manager.* All change status is entered into the change control log by project control and when disapproved the documents are returned to the cost account manager.

## **7.6 Work Performance**

### **7.6.1 Work Performance Overview**

The work performance measurement process consists of retrieving planning, performance, and cost data, and providing information to various management levels for timely decision-making corrective action. The data are used to calculate cost variances, schedule variances and at completion variances. Written variance analyses are required on an exception basis (i.e., when variances exceed predetermined thresholds) to identify causes of significant deviations from plans and to identify and implement appropriate corrective actions. The cost and schedule data generated at the cost account level are summarized through both the work breakdown structure and the organization structure to provide information concerning each manager's area of responsibility. This information is analyzed by the appropriate manager and then summarized in written reports that document cost, schedule, and technical performance.

### **7.6.2 Work Performance Measurement**

**7.6.2.1 Cost Account Manager.** The cost account manager is responsible for the accomplishment of work shown on the cost account plan. Through cost and performance reports, data (actuals and performance measurement) is provided to the cost account managers to aid them in the orderly and systematic accomplishment of their work.

**7.6.2.2 Management Control System Elements.** There are five key data elements within the management control system used to calculate variances that give the cost account managers an

indication of how well they are progressing toward the goals and objectives stated on their cost account plan. The various performance measurements are defined and follows:

- *Budgeted Cost for Work Scheduled.* The planned value for work that is scheduled in a given time period. It is the plan against which progress is measured. The budgeted cost for work scheduled is developed based on the resources and schedule constraints required to complete the work package and is documented on the cost account plan.
- *Budgeted Cost for Work Performed.* The value of work actually completed during the measurement period. It is equal to the planned value for the work that was finished. The cost account manager reports progress monthly for each open work package.
- *Actual Cost of Work Scheduled.* The actual accrued costs incurred within a give time period. The actual cost of work preformed includes labor, material, and other direct costs, together with the associated indirect costs.
- *Budget at Completion.* The total budget authorized for a specific segment of work. The budget at completion for a cost account is the sum of all the work package and planning package budgets. The budget at completion for the total project is formed by the summation of the cost account budget, any undistributed budgets, and the management reserve budget.
- *Estimate Cost at Completion.* An estimate of the funding required to complete a given piece of work (e.g., cost account or project). It is the sum of the actual costs to data plus a forecast of the cost to complete the remainder of the work.

### **7.6.3 Determining Cost Account Status**

To obtain an objective evaluation of cost and schedule performance, the cost account manager measures the status of all planned work for each work package. This consists of determining the earned value, which is expressed as the budgeted cost for work performed. The cost account manager obtains the work status from each organization that is performing work on the cost account and compares the planned progress and actual cost. The resulting variances are reviewed and appropriate corrective actions identified. As a minimum, the earned value will be determined monthly.

## **7.7 Communications**

### **7.7.1 Communication Overview**

During the accomplishment the OCVZ project, open lines of communication are essential to ensure that a smooth and accurate flow of information is passed between all parties directly or indirectly involved with the project. Many forms of communication will be used during this project (i.e., written reports, status meetings, oral presentations, direct interchange).

## 7.7.2 Lines of Communication

Figure 7-3 provides a graphic display of the lines of communications for the OCVZ project.

**7.7.2.1 Routine Reports.** Several reports will be issued on a routine basis. These include but are not limited to monthly reports and weekly reports.

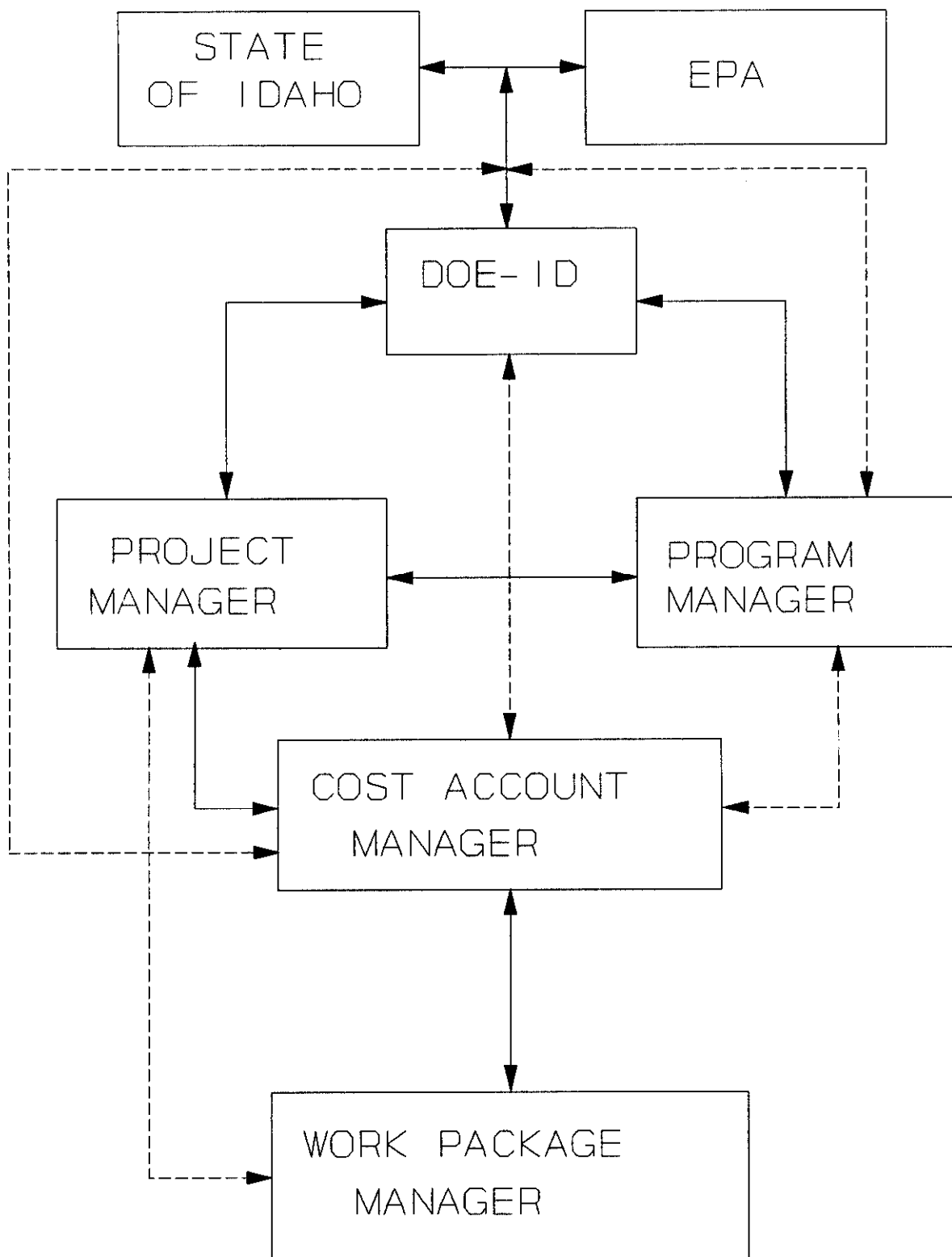
**7.7.2.2 Cost Account Manager's Responsibility.** It is the cost account manager's responsibility to ensure that weekly reports are prepared by work package managers and provide the data necessary to support the cost account manager in compiling the monthly report. Weekly reports are distributed to appropriate cost account managers, program manager and cognizant project manager for the buried waste program, and the DOE remedial project manager.

**7.7.2.3 Report Contents.** Monthly reports, as a minimum, will contain a summary of work in progress; planned work; problems encountered; results of any change control board or internal change board actions; work stoppages; anticipated schedule variances; work completed; key position changes; contracts awarded, completed, and terminated; occurrences and corrective actions; audits performed; and earned value reports. Monthly reports are prepared by the cost account managers and will be distributed to program manager and cognizant project manager for the buried waste program and the DOE remedial project manager. Figure 7-4 provides a graphic illustration of report distributions.

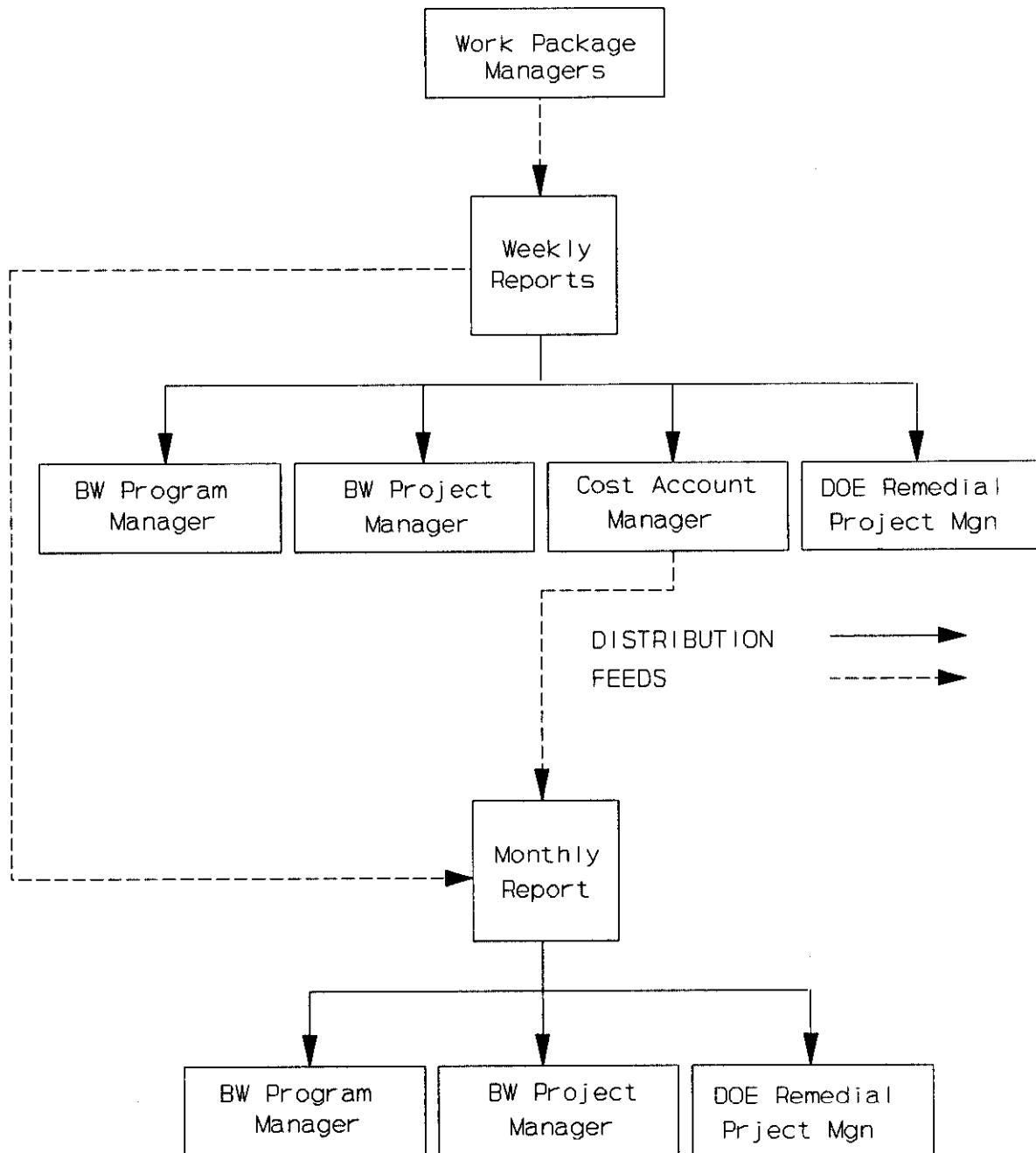
## 7.7.3 Event Reporting

During the RI/FS process for the OCVZ project, unusual events may occur that fall within the scope of DOE Order 5500.2a. If such events occur, notifications will be in accordance with this order and the supporting orders identified within. Unusual events that fall outside the scope of 5500.2a will be reported as follows:

- Minor problems that can be corrected on the spot will be reported to the site supervisor. If needed the site supervisor will ask the health physics, industrial hygiene, or safety representative for help in resolving the problem.
- Radiological health and safety problems that cannot be corrected on the spot will be reported to site supervisor or the health and safety officer.
- Problems that could stop work more than one shift or cause a schedule change greater than two days, or a budget change greater than \$100,000.00 will be reported to the appropriate work package manager by the site supervisor. The work package manager will report these problems to appropriate cost account, project, or program managers.



**Figure 7-3.** Lines of communication for OCVZ project.



**Figure 7-4.** Weekly and monthly report distribution for OCVZ project.

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